

FUNDAMENTAL LAWS

FOR

THE GOVERNMENT OF

THE QUEEN'S HOSPITAL,

FOR THE

BOROUGH OF BIRMINGHAM AND THE
MIDLAND DISTRICTS;

TOGETHER WITH

RULES AND REGULATIONS

FOR THE

MANAGEMENT OF THE INSTITUTION.

BIRMINGHAM:

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QUEEN'S HOSPITAL,

BATH ROW.

FOUNDED BY SAMUEL WILSON WARNEFORD, L.L.D.

UNDER THE IMMEDIATE PATRONAGE OF

HER MOST GRACIOUS MAJESTY THE QUEEN.

HER MAJESTY THE QUEEN DOWAGER.

President.

HIS ROYAL HIGHNESS PRINCE ALBERT.

Vice-President.

THE RIGHT HONOURABLE THE EARL HOWE.

Trustees.

EDWARD JOHNSTONE, M.D. THE REV. JAMES THOMAS LAW, M.A.
THE REV. VAUGHAN THOMAS, B.D. WILLIAM SANDS COX, F.R.S.

Committee of Council.

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THE VICE-PRESIDENT OF THE ROYAL SCHOOL OF MEDICINE.
THE HONORARY SECRETARY OF THE ROYAL SCHOOL OF MEDICINE.
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MR. S. HAINES.

Chaplain.

THE REV. G. MOYLE.

Treasurers.

THE BIRMINGHAM BANKING COMPANY.

Medical Officers.

Honorary Physicians.

EDWARD JOHNSTONE, M.D. J. K. BOOTH, M.D.

Honorary Surgeon.

MR. E. T. COX.

Physicians.

JOHN BIRT DAVIES, M.D., Newhall Street. W. SANDS COX, F.R.S., Temple Row.
JOHN PERCY, M.D., Ditto G. B. KNOWLES, St. Paul's Square.
JOHN B. MELSON, M.D., Ditto LANGSTON PARKER, Snow Hill.

Surgeons.

Matron.

MRS. BISHOP.

Dispenser.

MR. PALMER.

Collector.

MR. PAXFORD.

Correspondents and Receivers.

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ALCESTER BRANCH OF STOURBRIDGE AND KIDDERMINSTER BANKING COMPANY.
BILSTON JONES, FOSTER, AND CO.
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WARWICK GREENWAY AND GREAVES.

PART I.

FUNDAMENTAL REGULATIONS

OF THE

Queen's Hospital.

I. THIS Establishment shall be known and distinguished as "THE QUEEN'S HOSPITAL, AT BIRMINGHAM," for the sick and lame poor, from whatsoever county recommended; and shall be open for the reception, maintenance, and treatment, not only of those patients whose cases are judged fit to be received into the House, but also as a Dispensary for Home-patients and Out-patients, who shall enjoy the advantages of Medical and Surgical assistance, and shall be supplied with medicines.

Name and purposes.

II. THE Property shall be vested in the President, Trustees, Vice-President, and Honorary Secretary, of the Royal School of Medicine and Surgery, and the Reverend Vaughan Thomas, who shall be Trustees.

III. THIS Institution shall be under the control of Governors assembled at Quarterly or Special Boards; and every Governor qualified in one of the following ways, is entitled to vote upon all questions except as hereinafter mentioned.

Qualification and Privileges of Governors and Subscribers.

IV. ALL Benefactors of Twenty Guineas and upwards, at one payment, shall be Governors for life.

V. ALL Annual Subscribers of Two Guineas or upwards, shall be Governors during payment.

VI. BENEFACTORS and Governors shall have the privilege of recommending patients annually, according to the following Scale:—

Benefactions.	Subscriptions.		In-patients.		Home-patients.		Out-patients.	
£	£	s.						
15 ...	1	1	...	1	...	1	...	1
20 ...	2	2	...	2	...	2	...	2
30 ...	3	3	...	3	...	3	...	3
40 ...	4	4	...	4	...	4	...	4
50 ...	5	5	...	5	...	5	...	5
60 ...	6	6	...	6	...	6	...	6
70 ...	7	7	...	7	...	7	...	7
80 ...	8	8	...	8	...	8	...	8
90 ...	9	9	...	9	...	9	...	9
100 ...	10	10	...	10	...	10	...	10

Of Bequests.*


VIII. EVERY person making a Bequest to the Hospital of Twenty Pounds or upwards may nominate a Life-governor; in the event of no such nomination

*To those benevolent persons who may be charitably disposed to become benefactors by Will, the following Form is recommended as perfectly simple, yet answering every purpose:—

"I give and bequeath to the Trustees or Treasurer, for the time being, of the QUEEN'S HOSPITAL, at Birmingham, the sum of _____ towards the benevolent designs of that Institution; the same to be paid out of my personal Estate exclusively."

N.B.—Gifts, by Will, of Land, or of Money, or Stock, to be laid out *in the purchase of any lands*, for charitable uses, are void by the Statute of Mortmain; but Money or Stock may be given by Will, if not directed to be laid out in land.

being made, the Exeutor first named in the Will shall be a Life-governor.

IX. ALL Legacies of Twenty Pounds or upwards be invested in such securities for the benefit of the Hos-
pital as the Trustees shall approve. Requests to be invested. 

X. THE Annual Subscriptions shall be paid in advance for the current year, such year to be computed from the Quarter-day next preceding the Subscription; and no Governor or Subscriber shall be entitled to any privilege until his or her Subscription be paid. Subscriptions — when payable.

XI. No person shall vote at any Board or Committee when any matter which respects himself is under consideration.

XII. ALL Boards of the Hospital shall be open to every Governor. Boards to be open.

XIII. EVERY Clergyman or dissenting Minister who shall permit Collections to be made in his Church or Chapel, for the benefit of the Hospital, shall be entitled to the following privileges during the current year:— Sermons.

£	In-patients.		Home-patients.		Out-patients.	
5	1	2	8
10	2	4	16
15	3	6	24
20	4	8	32
25	5	10	40
30	6	12	48
35	7	14	56
40	8	16	64
45	9	18	72
50	10	20	80

XIV. A General Meeting of the Governors shall be Quarterly Boards.

held once in three months, viz.:—on the first Wednesday of February, May, August, and November—which meeting shall be denominated a Quarterly Board.

Nine Members
competent to
act.

XV. ALL Quarterly Boards shall consist of, at least, nine Governors; and in case that number shall not be present, the meeting shall be adjourned for not less than seven, or more than fourteen days; and notice of such adjournment shall be advertised.

Majority of Votes
—proceedings of
Quarterly Boards
conclusive — ex-
ception.

XVI. EVERY question shall be decided by a majority of Governors duly qualified, and present at any Board when such question is put from the chair.

The proceedings of such Quarterly Board shall be conclusive, unless any nine Governors present shall, by writing under their hands delivered to the Chairman, require that the whole or any part of the proceedings of such Board be referred to the consideration of a Special Board, in which case the proceedings so referred shall not be valid until confirmed at such Special Board. Provided always that nothing in this rule shall be so construed as to invalidate any of the fundamental rules.

Notice to be
given when
special busi-
ness is to be
brought for-
ward.

XVII. IF any Governor shall desire to bring any matter before a Quarterly Board, he shall give notice thereof in writing to the Secretary, previously to the meeting of the Committee of Council next preceding the Quarterly Board, and the Secretary shall enter the same in the minutes of the meeting, and shall insert the notice in the summonses.

Minutes to be
read.

XVIII. THE minutes of every Board or Committee shall be signed at its close by the Chairman, and shall be read at the Board or Committee next following.

No fundamental
laws to be
altered.

XIX. No fundamental law of the Hospital shall be altered, or abrogated, without the concurrence of the Council of the Royal School of Medicine.

XX. IT shall be competent at any time for the President, or Committee of Council, or for nine or more Governors, by writing under their hands, to require the Secretary to summon, at the expiration of fourteen days, a Special Board; the occasion of calling such Board being stated in the summonses. Special meet-
ings.

XXI. THE general business of the Hospital shall be transacted by a Committee, called the "Committee of Council," to consist of the President and Vice-president and Honorary Secretary of the Royal School of Medicine and Surgery, and two of the Lecturers, together with not more than twenty nor less than twelve Governors, to be elected annually by printed lists sent to each Benefactor and Governor. Board of man-
agement.

XXII. THE Committee of Council shall direct the general business of the Hospital—shall frame by-laws for its internal management—and shall do their utmost to see that the fundamental rules are duly attended to. They shall meet at the Hospital once a-week, and at such other times as they may think expedient. In the event of a vacancy occurring in their own body, they shall fill it up from among the Governors. Duties.

XXIII. THE Committee of Council shall make a report of the state of the Hospital at each Quarterly Board. Quarterly report.

XXIV. THE Committee of Council shall cause an Annual Statement of the affairs of the Hospital to be printed, and circulated among the Governors and Subscribers. Annual report.

XXV. THE Queen's Hospital is under the immediate patronage of HER MOST GRACIOUS MAJESTY the QUEEN, of HER MAJESTY the QUEEN DOWAGER, of HIS ROYAL HIGHNESS PRINCE ALBERT, the PRESIDENT, and of a VICE-PRESIDENT. Establishment.

Establishment.

XXVI. THE Establishment shall consist of a Chaplain, three Physicians, three Surgeons, one Assistant Physician and one Assistant Surgeon, Dispenser, Secretary, a Matron, a Collector, a Physician's Assistant, and a House-surgeon.

Election of Chaplain and Medical Officers to be vested in the Council of the Royal School of Medicine.

XXVII. IN order to preserve the union between the Queen's Hospital, and the Royal School of Medicine and Surgery, the power of appointing the Chaplain according to the direction of the Rev. S. Wilson Warneford, who made provision for this good work by his generous Benefaction, and the Medical and Surgical Officers of the Hospital, as vacancies arise, shall be vested in the Council and Trustees of the Royal School of Medicine and Surgery, subject to confirmation of the Governors of the Hospital at their Annual General Meeting.

XXVIII. No gentleman shall be eligible to the office of Physician who shall not have taken his degree of Doctor of Medicine at one of the following Universities in Oxford, Cambridge, Dublin, Edinburgh, or University of London; or who practices any of the following branches of the profession, as Surgery, Pharmacy, or Midwifery.

XXIX. No gentleman shall be eligible to the office of Surgeon, unless he produce the Diploma of the Royal College of Surgeons in London, Edinburgh, or Dublin. No two persons standing in the relation of father and son, or of brothers, or being partners, shall both be Physicians or both be Surgeons to this Institution at the same time.

Term of election limited.

XXX. EACH Physician and Surgeon shall be elected for a limited period of ten years, but at the expiration of that period he shall be eligible for re-election once.

XXXI. THE Physicians and Surgeons of the Hospital, distinguished by merit or long service, may be appointed, in case of resignation, "Consulting Physicians and Surgeons." Consulting Physician or Surgeon.

XXXII. THE Physicians and Surgeons, and Assistant Medical Officers, shall undertake equally the care of the In-patients, the Home-patients, and the Out-patients: but one Physician and Surgeon shall be specially appointed each week to receive patients. Duties.

XXXIII. THE Physicians and Surgeons shall visit their respective In-patients twice in every week, at nine o'clock in the morning. Hours of attendance.

XXXIV. To prevent any doubts or discussion respecting the punctual attendance of the Medical and Surgical Officers, and to obviate the necessity of frequently interrogating the patients, "a Medical Officer's Daily Attendance Book" shall be kept in the Board Room, in which each Physician and Surgeon, on returning from the Wards, shall sign his name against the previously written or printed day of the month. Medical Officers' daily attendance book.

XXXV. THE Physicians and Surgeons shall keep, or superintend the regular keeping of, a Systematic Register of the cases under treatment; and such books shall be the property of the Hospital, and be preserved for statistical reports. Register of cases.

XXXVI. THE Physicians and Surgeons shall regularly deliver in the Lecture Room of the Royal School of Medicine and Surgery, Clinical Lectures upon cases treated in the Wards to the Students. Clinical lectures.

XXXVII. THE Resident Medical Officers, Physicians' Clerks and Surgeons' Dressers, shall be selected periodically after public examination, and the produc- Election of Resident Medical Officers and Dressers.

tion of testimonials of good conduct, from among the Pupils of the Royal School of Medicine, who are Students of the Queen's Hospital, in the following manner:—

Students of the first year will be only permitted to follow the visits of the Medical and Surgical Officers in the Wards; and no one under the age of sixteen will be admitted. Students of the second year shall be eligible to the appointment of Physician's Clerk, or Surgeon's Dresser: and Students of the third year to the office of Resident Medical Officers.

To sign a declaration.

XXXVIII. UPON the admission of every Student a copy of the rules shall be presented to him, and he shall subscribe a declaration made by him in the presence of the Medical Officers—that his conduct will be in conformity with what is therein enjoined.*

Medical Officers to be responsible for conduct of Students.

XXXIX. THE Medical Officers shall have the entire control over the Students and shall hold themselves responsible to the Committee of Council for their conduct.

Fees to be given towards the support of the Charity.

XL. ALL fees from Students, from Physicians' Clerks, Surgeons' Dressers, and Resident Students, shall be given up towards the support of the Hospital.

Duties of Physician and Surgeon of the week.

XLI. THE Physician and Surgeon of the week shall attend daily at nine o'clock, for the purpose of examining the cases sent to the Hospital and to receive under their care such acute cases and accidents as shall be admitted.

* FORM OF DECLARATION.

"I have perused the rules for the Resident Medical Officers, Dressers, and Students, and I hereby promise and declare, that my conduct shall be in conformity with what is thereby enjoined."

(SIGNED.)

XLII. A PRIVATE Ward in the Hospital shall be set apart for the reception of Female Servants, and other females with respectable recommendations, who shall be willing to pay on their admission the sum of Seven Shillings, and the like sum at the commencement of every succeeding week as long as they remain in the House. Private Ward
for Females.

XLIII. To encourage a laudable spirit of independence and self-respect, by enabling the provident and industrious to procure for themselves the benefit of regular Medical and Surgical advice; and also to prevent loss of time by applying for relief in cases of sudden illness: any artizan, labourer, servant, or other poor person, being unable to pay a Physician or Surgeon, may be admitted as a "Free Out-patient" on producing a recommendation from a Subscriber; and on the payment of Five Shillings he shall be entitled to receive Advice and Medicines for the ensuing six weeks. Independent Out
Patients.

XLIV. BESIDES the ordinary advantages derived from the Hospital, a Midwifery Department shall be added for the benefit of Poor Lying-in Married Women, on the production of a Home-patient's ticket, who shall be attended at their own homes. This department shall be under the superintendence of the Teacher of Midwifery of the Royal School of Medicine and Surgery. Midwifery de-
partment.

XLV. THE Collector shall, previously to entering upon the duties of his office, provide two joint and several securities in the sum of One Hundred Pounds, for all monies received by him. Collector.

XLVI. THE Collector shall have such per centage upon the Subscriptions received by him, as the Committee of Council may determine. Mode of pay-
ment.

XLVII. THE Matron shall not be less than thirty, Matron.

nor more than fifty, years of age, at the time of her election; she shall reside in the Hospital; and have a salary of Twenty Pounds per annum, or such other salary as the Committee of Council may determine.

Matron duties.

XLVIII. THE Matron shall take care that the several rules which have reference to her department be most strictly observed.

PART II.

RULES AND REGULATIONS.

COMMITTEE OF COUNCIL—THEIR DUTIES.

1. The COMMITTEE OF COUNCIL shall meet at the Hospital on Wednesday in every week, at one o'clock, and at such other times as they may deem expedient.

2. No business, except the discharge and admission of patients, shall be proceeded with, unless three of the Members of the Committee be present.

3. They shall discharge such patients as are judged, by the Medical and Surgical Officers, fit to be discharged, and inform those who are cured or relieved that it is expected they will return thanks at their respective places of worship, and also direct them to return thanks to their recommenders.

4. They shall receive the Resident Medical Officers' report of the number of patients admitted by recommendation, the number discharged, the number of out-patients, and the number of cases admitted, or treated as accidents or cases of emergency.

5. They shall read the minutes of the preceding meeting, the entries and reports in the attendance books of the Medical Officers, Visitors, and Chaplain, and take into consideration the subjects noted therein.

6. They shall read the report of the Collector, as to new Subscriptions, Benefactions, or Legacies, deaths of Subscribers, Subscriptions withdrawn, &c., &c.

7. They shall examine the diet book, and the Matron's abstract from the same, and examine and pay the Matron's incidental expenses.

8. They shall appoint, from the alphabetical list of Governors, the Visitors of the week.

9. They shall annually, at their first meeting after the General Annual Meeting, elect, from amongst themselves, a "Provision Committee," who shall require from time to time a sufficient number of tenders for the supply of provisions, and other articles, for the use of the Hospital.

10. They shall annually, at their first meeting after the Annual General Meeting, elect, from amongst themselves, a "Finance Committee," who shall meet once a month, to audit the accounts. The bills, when examined and signed, shall be laid before the Committee of Council.

11. They shall examine, at the end of the month, the tradesmen's bills which have been previously examined by the Finance Committee, and order payment of the same, by cheque of the Chairman, countersigned by the Secretary, if approved.

12. They shall direct that the names of the Physician, Surgeon, and House-Visitors for the ensuing week, and an account of the patients admitted and discharged from the Hospital, together with the state in which they are discharged by every weekly board, be inserted as an article of intelligence in the Birmingham newspapers, weekly; and that the name and place of abode of every patient discharged for irregularity be entered in a book to be kept for that purpose, and that the Secretary write to the recommender, informing him of the irregular conduct of such patient.

13. They shall cause tables of the several Benefactions and Legacies which have been given and paid to the Hospital since its first institution, to be affixed in a conspicuous situation, and they shall take care that all future Benefactions and Legacies to that amount, be likewise inscribed on the same tables.

14. The several appointments of the Matron, Collector, Porter, and other domestic functionaries of the Hospital, shall be made by the Committee of Council. The minutes of each Meeting shall, at its close, be signed by the Chairman.

MEDICAL COMMITTEE—THEIR DUTIES.

15. The MEDICAL COMMITTEE shall consist of the acting Physicians and Surgeons, and the Honorary Physicians and Surgeons; they shall examine the prices, qualities, and quantities of all drugs, &c., &c., made use of in the Hospital, shall see that the Apothecary's Shop is properly regulated and kept in good order, and that the Surgical Instruments are in a fit state for use, and report thereon to the Committee of Council every three months; they shall also consider and report to the Committee of Council upon all medical questions which that Committee may think proper to refer to them.

16. The Medical Committee shall meet once a week, or oftener if required by any two members of such Committee, or upon any special matter being referred to them by the Committee of Council.

MEDICAL OFFICERS—THEIR DUTIES.

17. The MEDICAL OFFICERS shall divide the town into three districts, which division they shall communicate to the Committee of Council, and shall visit only such home-patients as reside in their respective districts, unless by mutual agreement amongst themselves.

18. The Physicians' Clerks and Surgeons' Dressers, upon the recommendation for home-patients being received, shall visit every patient immediately after the Hospital visit, and shall by one o'clock on the same day, report every urgent or important case to the Physician or Surgeon under whom they may act, in order that such patient may be visited by a Physician or Surgeon without delay, and that the Physicians and Surgeons shall be required to visit every other case at their earliest possible convenience.

19. If a patient shall have remained in the Hospital six weeks, a consultation shall be held of three of the Medical Officers, at least, to determine on the propriety of retaining or discharging the patient, and to report the result to the Committee of Council.

20. To establish this practice on a constant and regular plan,

such consultations shall be held on the first Thursday in every month, at ten o'clock in the morning, and the case of every patient who has been two months in the Hospital shall be examined at each consultation, until such patient be discharged.

21. That no amputation or other great operation be performed (except on urgent occasions,) without a previous consultation of not less than two Surgeons and one Physician, and then only on the determination of the majority; and that due notice of such intended consultation, be sent by the House-Surgeon to every Physician and Surgeon.

22. A Physician requiring surgical assistance to an In-patient, shall apply to the Surgeon with whom he is classed for the week; and a Surgeon requiring medical assistance, shall apply to the Physician with whom he is so classed. The same regulation shall apply to any transfer of patients which may be requisite, either from Physician to Surgeon or from Surgeon to Physician.

23. Whenever it may be expedient to admit an out or home-patient into the Hospital, such patient shall be placed under the care of the Physician or Surgeon previously in attendance upon the patient.

24. That not less than six beds be reserved for accidents, and acute medical cases.

VACCINE INOCULATION.

25. Every Annual Subscriber of One Guinea, or more, shall have the additional privilege of recommending for vaccine inoculation, as out patients, as many poor as he may think proper, upon One Shilling being deposited by each patient, such deposit to be returned on attendance on the seventh day.

CHAPLAIN—HIS DUTIES.

26. The Chaplain shall attend at twelve o'clock at noon, to per-

form Divine Service and preach a sermon, every Sunday, and visit the Wards at least twice a week, or oftener, as he may see occasion.

27. He shall without delay visit such patients as shall particularly request his attendance, upon a communication being made to him by the resident Medical Officers; and shall administer the Sacrament to those whom he may find duly prepared and desirous of receiving it.

28. He shall have the charge and superintendence of the religious and moral books and tracts, which may be supplied for the use of the patients, but he shall not distribute any which may not previously have received the sanction of the Committee of Council.

29. He shall keep a journal, in which he shall record the times when the service has been performed, and the number and description of the persons who may have attended.

30. He shall also make a memorandum of his visits, and of such circumstances as may appear to him worthy of remark.

31. Any patient wishing to receive the spiritual assistance of any other Clergyman, or of any dissenting Minister, shall be at liberty to apply to the Nurse, who shall communicate the same to the Chaplain, who shall without delay send for such Clergyman or dissenting Minister as the patient may wish to see.

APOTHECARY—HIS DUTIES.

32. The hours of attendance in the Shop shall be from Eight o'Clock in the Morning, until Seven o'Clock in the Evening, and during those hours it shall never be left without attendance.

33. He shall at all times have in readiness such utensils and simple medicines, and prepare such quantities of compound formula contained in the London Pharmacopœia, or ordered by the Medical or Surgical Officers, as may be necessary for the practice of the Hospital.

34. He shall receive the prescription books from the resident Medical Officers, after the visit of the respective Physicians and Surgeons, and shall cause the prescriptions to be prepared or made up with due attention and dispatch, taking care that such medicines

as are ordered to be taken immediately, shall be sent to the proper Ward within an hour after they are ordered, or sooner if required by a written note; and to prevent any mistake, he shall carefully compare the medicines so prepared with the original prescriptions in the books prior to sending to the wards.

35. Every medicine that is dispensed shall have the date of the prescription, the name of the patient for whom it is prescribed, and the time and manner of using it affixed to the paper, pot, phial, &c., &c., into which it is put, and this label is always to be continued however frequently the same medicine is renewed to the same patient, and the label is to be renewed when so far defaced as not to be easily legible.

36. He shall make out a note from the Ward Book of all orders for bleeding or any other minor operation, and transmit the same with as little delay as possible to the dressers, who upon receiving such notice shall be answerable for their prompt and proper performance.

37. He shall annually on or before the First of May, make up an exact inventory of all the utensils and drugs in the Shop and Store Room, and deliver the same to the Committee of Council, in order that it may be examined and compared, and he shall also make a quarterly return of the expenditure, and of all drugs received.

38. He shall be particularly careful to keep the Shop orderly and neat.

39. He shall enter in a register the names of the patients, when admitted, the parishes to which they belong, their age, and disease, when discharged, and in what state.

40. He shall attend Divine Service in the Chapel when such attendance does not interfere with his other duties.

41. He shall keep an over-time book, in which he shall enter weekly the name, date of admission, and the Physician and Surgeon of each patient remaining over-time, which book he shall lay before the Medical Committee and Committee of Council at their weekly board.

42. In cases of extreme danger or death, he shall give immediate notice thereof to the friends of the patient.

43. No drugs or medicine shall be purchased by him without an order from the Medical Committee, except in cases of necessity, and

in no case without an order, signed by one of the Physicians or Surgeon.

VISITORS.

44. Two Governors appointed from an alphabetical list, at every weekly Committee of Council, shall visit the Hospital three times in the ensuing week, and any Governor to whom it proves inconvenient, may engage another Governor to act in his stead, giving notice of the person so deputed to the Resident Medical Officer.

45. The Visitors shall be expected to attend the Board preceding their weekly duty, and also the next weekly Board, and to make a Report to the same.

46. They shall enter into a book provided for that purpose, their answers to the following questions, with such other observations as they may deem useful.

QUESTIONS.

Was every part of the House and Premises clean and in good order, or in what part did you observe any neglect in this respect?

Did every person appear to be in his proper place, and in the regular discharge of his proper duties, or where did you observe any irregularities or neglect?

Did the provisions appear to be wholesome, and good, and properly kept? Did you examine the bread, meat, &c.?

Did you ascertain whether the provisions were properly weighed and distributed according to the direction of the Medical Officers?

Were the beds all whole and in proper condition, and the Table of Regulations hung up in each Ward?

Did you inquire from the patients themselves, and when they were under no restraint, whether they were perfectly satisfied with the attendance of the Medical Officers and other persons belonging to the Hospital, or whether they had any reason to complain of inattention or neglect?

Did the Nurses, Cook, and other Servants dine together at the stated hours, clean the Wards, serve up the dinners and breakfasts at the time appointed?

Did you inspect the Medical and Surgical Officers' daily attendance book?

Have you any other observations to make?

MATRON—HER DUTIES.

47. As the Mistress she shall take charge of the various domestic departments of the Establishment, for the due order of which she ~~is~~ held responsible.

48. She shall on no account introduce any relations or friends to dine or partake of any meals at the Public Table, where she presides, nor shall she permit any visitor to sleep within the walls of the Hospital.

49. She shall go round the Wards at least once daily, to examine their state, to correct what is amiss, and to be satisfied that the Wards are in a proper state of cleanliness and order previously to the ordinary hour of visit; upon observing any impropriety or neglect of duty, in any department of the Household, whether under her special control or not, she shall immediately correct it, or report the same to the Committee of Council.

50. She shall take care that every in-patient has clean sheets when admitted, and that they be changed every fourteen days, or oftener if necessary, and whenever the weather will permit, she shall order a certain number of mattresses, blankets, and quilts, in rotation, to be exposed to the sun and well aired.

51. When entering upon her office, an inventory shall be delivered to her by the Secretary, of the whole furniture, utensils, stores, &c., belonging to the Hospital, including the bedding, linen, and other articles in her department, which inventory shall be verified and signed by her; and she shall thereafter be responsible for the articles named in that inventory together with any additions which may be made thereto; she shall also see that such articles are kept in repair, and be answerable for the cleanliness of the same.

52. Annually in the month of May, she shall make any corrections or alterations that may be necessary, in the inventory of the furniture, utensils, &c., then in the House, which shall be ex-

amined with the articles themselves and compared with the inventory received by her from the Secretary, and report thereon to the first meeting of the Committee of Council.

53. She shall superintend the weighing or measuring of all articles of Provisions when delivered at the Hospital, being particularly attentive to ascertain that they are sound and of a wholesome description.

54. She shall superintend the weighing or measuring out of all articles of diet, for the patients, nurses and household. She shall take care that these are properly cooked, and distributed according to the entries in the diet-book, and in conformity with the orders of the Physicians and Surgeons. She shall lay before the Committee a statement of the quantities of the following articles consumed during the week, viz., bread, meat, potatoes, milk, and beer, the balance in hand of the same at the end of the preceding week, and the quantities in the House at the time of the report.

55. She shall not serve out any wine or spirits, without a written order from a Medical Officer.

56. She shall at all times exercise a careful and vigilant economy in the administration and internal management of the affairs of the Hospital; for this purpose it shall be one of her duties to keep a correct diet book, from which she shall prepare an abstract of the diets during the week, to be laid before the Committee of Council, every Wednesday.

57. She shall keep a regular account book, exhibiting the daily receipt and expenditure, for incidental expenses to be examined and chequed by the Committee of Council, monthly.

58. She shall keep an exact register of all donations of coals, linen, and other stores given to the Hospital.

59. She shall see that the private apartments of the officers of the Institution be cleaned, and put into proper order, by eight o'clock in the morning.

60. She shall preside at the meals of the Resident Medical Officers, and take care that the breakfast be served at eight o'clock in the morning, and dinner not later than three; and that no meals be allowed in the private rooms of the Resident Medical Officers, except in case of sickness.

61. She shall have the control over, and the hiring and dismiss-

ing of, the several ordinary nurses and female servants, subject to the approval of the Committee of Council.

62. She shall be responsible that the Nurses attend upon the patients with diligence, and shall see that they and all the servants, attached to the Hospital, including the Porter perform their respective duties regularly and correctly.

63. She shall examine, or see examined, the bundles, boxes, baskets, and (if need be,) the apparel, of all newly-admitted patients, in their presence, or in that of their friends, with a view to prevent the introduction of any improper articles.

64. She shall see that such patients as are able, attend in the Chapel, when Divine Service is performed.

65. The keys of all doors are to be in the keeping of the Matron, and she shall cause the doors to be locked up every evening, at nine o'clock in the winter, and at ten o'clock in the summer.

COLLECTOR—HIS DUTIES.

66. He shall pay weekly, to the Queen's Hospital account at the bankers, all monies received by him on account of the Hospital, during the preceding week.

67. His receipts for all money shall be given on printed forms, and he shall enter the name, date, and amount in duplicate, in the printed receipt book, which book shall be produced to the Committee of Finance when they meet, and to the Committee of Council weekly.

68. He shall also keep a cash book, in which he shall make an entry of all monies received by him, and paid into the bank, with the several dates; this book he shall also produce to the Committee of Council every Wednesday, and to the Auditors, when required.

69. He shall also lay before the Committee of Council, every Wednesday, a detailed account of all monies received by him within the week, distinguishing new subscribers; and he shall in such account also state the sum paid by him into the bankers' hands during the week, and the balance of money remaining in his hands.

70. At the end of each quarter he shall submit to the Committee of Council a statement of the total amount collected by him

within the quarter, the amount paid into the bankers' hands, and the sum due to him for per centage: but he shall not retain or deduct any money on account of such per centage.

NURSES—THEIR DUTIES.

71. They shall obey strictly the directions of the Matron.

72. No Nurse shall be employed who cannot read writing.

73. The Nurses shall be resident in the Hospital, and the Day-Nurses shall come on duty in the summer at six and in winter at seven o'clock, and remain on duty, with the exception of the dinner half-hour, until nine o'clock in the evening.

74. The Night-Nurses shall come on duty at nine o'clock in the evening, and remain on duty till relieved by the day nurses.

75. The Nurses shall clean their Wards every morning by eight o'clock, and serve breakfast to the patients within half-an-hour from that time, and shall punctually administer the medicines confided to their care.

76. They shall not suffer dirt or refuse to remain in the wards, or to be thrown out at the windows, or down the water-closets; but shall carry every thing of that place immediately to the place appointed.

77. They shall attend to the cleanliness of all patients upon their admission, before they are put into bed, and see that the hands and face of every one be daily washed, and their persons and clothes kept clean and neat.

78. They shall not suffer any of the patients to receive wine, spirits, malt liquor, or food, otherwise than permitted by the Medical Officers, and they shall see that no provisions or other property be wasted or conveyed away.

79. Immediately on the death of a patient the Nurse shall send notice thereof to the Matron, and she is not to quit the ward, or the custody of the effects of the deceased, till they are taken charge of by the Matron.

80. No Nurse shall be absent from her ward at the usual visiting hour of the Physicians or Surgeons.

81. The Nurses shall suffer no noise in the wards, and shall see that all visitors withdraw at the appointed hour.

82. Any Nurse or Servant who breaks the rules, or sees any other person do so without immediately informing the Matron, on the first offence to be reprimanded, and on the second dismissed.

83. The Nurses shall always withdraw when the House-Visitors enter their wards, unless desired by them to remain.

84. The Nurses shall observe, every morning, if there be any provisions left by their respective patients, and shall remove and deliver all such to the Matron, it being required that each patient be regularly served with fresh provisions, daily.

85. The Nurses and Servants shall regularly attend Divine Service in the Chapel, unless prevented by necessary business.

86. No Nurse or servant shall, on any pretence, receive any money or other reward from the patients, or their friends.

THE PORTER—HIS DUTIES.

87. The PORTER shall constantly attend at the door, and shall not permit any patient to go out without the written permission of the resident Medical Officers, and he shall enter the name of every patient so leaving the Hospital, and the time of his return.

88. He shall permit no stranger to enter the Ward, without the knowledge of the Medical Officers, Apothecary, or Matron, and shall carefully inspect all bundles or parcels brought to the Hospital.

89. He shall carefully attend to the directions of the Committee of Council, the Apothecary, and Matron, and conduct himself with respectful attention to the Physicians and Surgeons, and Pupils; and behave with civility to all persons, answering their inquiries, or directing them where to procure information; and he shall not receive any present or gratuity for services done in the Hospital.

PATIENTS.

90. The recommendations of PATIENTS to be in the form, or to the effect provided in the Appendix.

91. All persons desirous of being admitted shall attend every Thursday, with their recommendations at ten o'clock.

92. Cases of accidents and acute medical cases, shall be admissible at all times.

93. All Patients admitted shall bring a change of clean linen.

94. Patients having been in the Hospital two calendar months shall be peremptorily discharged by the Committee of Council, unless the Medical Officers shall report that it is expedient to retain them.

95. No patient who shall have absented himself from the Hospital without leave, or have been expelled for disorderly conduct, shall be re-admissible, except by order of the Committee of Council, or in case of casualty.

IN-PATIENTS

96. IN-PATIENTS shall conform to all the rules of the Hospital, conduct themselves quietly and respectfully, and punctually observe the directions of the Physicians, Surgeons, and Resident Medical Officers, Matron, and Nurses.

97. When the Medical Officers enter the wards the patients shall attend at their beds, to answer any questions which may be put to them.

98. No person will be suffered to bring liquors to the patients, nor other provisions than tea and sugar, and all parcels brought into the Hospital for the use of patients will be opened in the presence of the Porter, and if found to be improper, shall be refused admittance by him.

99. The friends of patients may visit them on Mondays and Thursdays, between the hours of three o'clock and five, P.M., without making application. At other times the written permission of a Resident Medical Officer must be obtained.

100. No patient shall leave his bed or ward when forbidden, nor absent himself from the Hospital without the written permission of the Resident Medical Officers, who shall specify the time for his return, such permission must be deposited with the Porter.

101. No patient shall sit up after eight o'clock in the winter, or after nine in the summer; and every patient, unless such as are ordered to the contrary by the Physician or Surgeon, shall

rise by seven o'clock in the summer, and by eight o'clock in the winter.

102. Patients must attend, as much as possible, to personal cleanliness, and no gaming, smoking, quarrelling, nor improper conversation, on pain of expulsion, will be permitted.

103. Patients shall attend sedately and reverently, during the performance of Divine Service in the Chapel.

104. All convalescent patients shall render each other mutual help and assistance, and such as are able, shall, when required by the Matron, with the concurrence of the Apothecary or Resident Medical Officers, assist in nursing the other patients, washing and ironing linen, cleaning the wards, and in such other services as she may direct.

105. No conversation shall be carried on in the wards, after the hour appointed for retiring to rest.

106. Such patients as are able (each time obtaining leave from the Apothecary or Resident Medical Officers,) shall be permitted to go into the garden every day, when the weather is good; but it is expected that they be guilty of no improper behaviour whilst there, and that they do not walk on the grass or borders.

107. That the land under the rectory wall be appropriated as airing ground for the male patients, and that under the east boundary wall be set apart for the female patients.

108. Any patient having cause of complaint shall inform the Physicians or Surgeons in attendance, the Matron, or the Visitors.

109. Neither the patients nor their friends shall give any gratuity to any Nurse, Servant, or other person belonging to the Hospital.

110. Tables with the rules which refer to the conduct of the patients, Nurses, and Servants, respectively, shall be hung up in a conspicuous place, in each of the offices or wards.

111. No stranger shall be permitted to go into any of the Wards without the permission in writing of, or unless accompanied by one of the weekly Visitors, Physicians, or Surgeons, Resident Medical Officers, Apothecary, or Matron.

OUT-PATIENTS.

112. Out-patients receiving Medical and Surgical Relief must punctually attend at the time appointed, and if, without reasonable

cause, they absent themselves, for more than ten days they will be refused further relief.

113. They must provide themselves with fillets for bleeding, bandages, and phials and gallipots for medicine.

114. They must go into the Waiting Rooms appointed for them, and when dismissed, must leave the Hospital immediately, on pain of being denied further relief.

115. The several patients about to be discharged shall appear before the Weekly Board, to acknowledge the benefit received, and they shall be enjoined to return public thanks in their respective places of Divine Worship for their recovery or relief.

ADMISSION OF STUDENTS.

116. Before entering into the enumeration of the special duties attached to this office, the Committee of Council take this opportunity of stating, that in naming the Resident Medical Officers, Physicians' Clerks, and Surgeons' Dressers, they delegate to the gentlemen so appointed, a sacred and important trust; which, so far as their sphere of action extends, involves the comfort and welfare of the patients, as well as the prosperity and reputation of the Hospital. They lay before the Resident Medical Officers, Physicians' Clerks and Dressers, the following Regulations for their conduct, to which they expect the strictest attention will be paid.

DUTIES OF RESIDENT MEDICAL OFFICERS.

117. Each Resident Medical Officer, alternately, shall be responsible for attendance in the Hospital the whole of every other day.

118. They shall take charge in turn every three weeks of the Medical and Surgical cases alternately; and, in case of absence of one of the other, shall be responsible for both class of cases.

119. They shall admit accidents and acute medical cases, and

forward immediate information of such admission, and of the nature of the case, to the Physician or Surgeon of the week, and, if requisite, take intermediate measures.

120. They shall take in writing all cases admitted, and go round with the Medical Officers and record a daily report of their progress, as directed by the Medical and Surgical Officers under whose care the case may be.

121. They shall exercise a general and unremitting superintendence as to the accuracy and regularity with which the medicines are made up and administered; and that the respective duties of the nurses are correctly and properly performed.

122. They shall perform themselves bleedings and cuppings that may be required in the House, if specially directed by the Medical and Surgical Officers.

123. They shall go through the respective wards in the morning between seven and nine, and in the evening between six and eight, and make a written report in the Journal of the state of every important case, and forward the same to the Medical or Surgical Officer, or prescribe if directed to do so.

124. They shall place on the tables each morning the books and papers of the Medical and Surgical Officers, with written reports of all important changes.

125. They shall affix to the bed of each patient when admitted, the name of the patient, and precise time of admission, and the nature of the disease; and if it be a Surgical case, the name of the Dresser to whose care the patient is entrusted.

126. They must be very careful to insert in their respective Journals the orders of the Physicians and Surgeons for wine, spirits, and malt liquor, with the precise dates and quantity of such ordered; as also the date when any of these have been increased, diminished, or stopped, so as to check the account kept in the diet book.

127. They shall be authorized to admit patients on sudden emergencies, although the Physicians or Surgeon be not present, but shall on no account discharge any patient once admitted without obtaining the sanction of the Physician or Surgeon by whom they were admitted, or under whose care they were placed.

128. They shall deliver to the weekly Board a list of the patients received into the House in the foregoing week, together with such

as are to be discharged, and also of such as have been in the House two months.

129. They shall prepare the daily diet list, and deliver it to the Matron before Eleven o'Clock.

130. They shall be suspended or removed by the Medical Committee; they shall live in the Hospital, and pay One Guinea a week for their board.

PHYSICIANS' CLERKS AND SURGEONS' DRESSERS.

131. Two Physicians' Clerks shall be appointed to each Physician, one of whom shall be always present at the hour of visit, and the other shall be a supernumerary.

132. The Physicians' Clerks and Surgeons' Dressers shall visit the Home-patients under the directions of the Physicians and Surgeons.

133. They shall always be present at the hour of the Physician's visit.

134. They shall visit and record, as directed by the Medical Officers, any Home or Out-patients who, from the interest or importance of the case, or any other cause, may appear to require it.

135. They shall bleed, cup, &c., under the direction of the Medical Officers.

DRESSERS.

136. Three Dressers shall be appointed to each Surgeon, two Dressers to come on duty for three weeks in rotation, (one to take charge of all the In-patients admitted during his week, and one to take charge of the Home-patients and Out-patients,) and one to be Supernumerary.

137. The Dressers shall attend at the Hospital at Nine o'Clock and their names shall be entered in a book provided for that purpose

138. They shall perform the bleedings, cupping, tooth drawing

&c., under the general superintendence and direction of the resident Medical Officers.

139. Each Dresser having attended for three weeks shall become Supernumerary.

140. The Supernumerary-Dresser shall discharge the duties of the Dresser of the week, when the Dresser is ill or absent on leave, but he shall again come on duty as Dresser in turn, at the end of another three weeks.

141. In case of neglect, or breach of the regulations of the Hospital, they shall be suspended or removed by the Medical Committee.

142. The Dressers for the week shall be expected to attend the performance of Divine Service in the Chapel, unless engaged in necessary business.

ASSISTANT RESIDENT MEDICAL OFFICERS.

143. Two Assistant Resident Medical Officers shall be appointed.

144. They shall be ready at all times to come on duty, and to supply the place of either of the Resident Medical Officers, from neglect of duty or misbehaviours, who may have leave of absence, or be incapacitated by illness.

DIET TABLE.

No. 1.—EXTRA DIET.

BREAKFAST.	One pint of Tea and a quarter of a pint of Milk.
DINNER.	Four days—twelve ounces of Meat, roasted, (weighed with the bone before it is dressed,) and half a pound of Potatoes.
„	Three days—the same quantity of Meat, boiled.
„	Twelve ounces of Bread, two pints of Beer to men, and one pint and a half to women, daily.
SUPPER.	One pint of Gruel and a quarter of a pint of Milk.

No. 2.—ORDINARY DIET.

BREAKFAST.	One pint of Tea and a quarter of a pint of Milk.
DINNER.	One-half the Meat allowed for extra diet and half a pound of Potatoes.
SUPPER.	One pint of Gruel and a quarter of a pint of Milk. Twelve ounces of Bread daily.

No. 3.—BROTH DIET.

BREAKFAST.	One pint of Tea and a quarter of a pint of Milk.
DINNER.	One pint of Broth and six ounces of light Bread Pudding.
SUPPER.	One pint of Gruel and a quarter of a pint of Milk. Twelve ounces of Bread daily.

No. 4.—MILK DIET.

BREAKFAST.	One pint of Tea and a quarter of a pint of Milk.
DINNER.	Four days—a pint and a half of Rice Milk. Three days—half a pound of Bread, or Rice Pudding.
SUPPER.	Half a pint of Milk. Twelve ounces of Bread daily.

No. 5.—FISH DIET.

BREAKFAST.	One pint of Tea and a quarter of a pint of Milk.
DINNER.	Four ounces of plain boiled white Fish, as Whiting, Plaice, Flounders, Haddock, Herring, or Maekerel.
SUPPER.	One pint of Gruel and a quarter of a pint of Milk. Twelve ounces of Bread daily.

No. 6.—FEVER DIET.

A pint of Tea morning and evening, with a quarter of a pint of Milk—twelve ounces of Bread daily—Barley Water *ad libitum*.

Bread, Arrow Root, Milk, Gruel, &c., must be specially directed.

100 lbs. of raw Beef and Mutton will produce, boiled, 60 to 62 lbs. dressed and carved.	
100 lbs. of Mutton will produce, of cutlets.....	45½ lbs. „ „
100 lbs. of Beef will produce, roasted.....	51 lbs. „ „
To make Rice Pudding, 26 lbs.....	Use rice, 4 lbs.; sugar, 13½ oz.; milk, 14 pints; water, 6 pints.
To make Milk Pottage, 28 pints.....	Use oatmeal, 1 lb. 2 oz.; milk, 16 pints; water, 12 pints.
To make Tea, 50 pints.....	Use tea, 6½ oz.; sugar, 24 oz.; milk, 3 pints; water, 47 pints.
To make Coffee, 12 pints.....	Use coffee, 3½ oz.; sugar, 11 oz.; boiled milk, 1 pint; water 11 pints.

Common Drinks and Extras.

IMPERIAL.

Supertartrate of Potass.....	Two drachms.
Citrate of Potass.....	One drachm.
Barley Water	Two pints.

RICE WATER.

Rice.....	Five ounces.
Cinnamou.....	One drachm and a half.
Sugar	Two ounces and a half.
Water.....	Twenty pints.

To be boiled down to two gallons.

BARLEY WATER.

Barley	Five ounces.
Ginger (bruised).....	Quarter of an ounce.
Sugar	Two ounces and a half.
Water.....	Twenty pints.

To be boiled down to two gallons.

RICE PUDDING.

Rice.....	Three ounces.
Sugar	One ounce.
Milk	Three gills.
Eggs	One.
Cinnamon.....	One blade.

FLOUR PUDDING.

Flour.....	Four ounces.
Sugar	One ounce.
Milk	Three gills.
Eggs.....	One.
Ginger	A few grains.

SAGO ALLOWANCE.

Of Sago, (boiled in a sufficient quantity down to a jelly,)	Two ounces.
Sugar	Quarter of an ounce.
Wine.....	One gill.

A little grated Nutmeg or Ginger.

RICE AND SAGO JELLY.

Rice.....	One ounce.
Sago	One ounce.
Barley	One ounce.
Water	Six pounds.
Boil down to three pounds, and add Milk one pint, and a sufficient quantity of Sugar to make it agreeably sweet.	

FOR FUMIGATION.

Common Salt	Four ounces.
Oxide of Manganese.....	One ounce.
Sulphuric Acid	One ounce.
Water.....	Two ounces.

Form of Letter to Visitors.

QUEEN'S HOSPITAL,

SIR,

The Committee of Council have nominated you [according to your turn in the alphabetical list,] as House-Visitor, in conjunction with _____
for the week commencing _____ and ending the following
Wednesday.

As the economy and credit of the Hospital are greatly dependent upon the attendance of the House Visitors, and their particular inquiries, you are earnestly desired to discharge this important office with great exactness, and if absolutely prevented by business, sickness, &c., &c., to appoint another Subscriber in your stead.

I am, Sir,

Your obedient servant,

Hon. Sec.

For the duty of the House-Visitors see the general Rules.

Form of Report (Weekly).

In-patients discharged cured.

Ditto _____ relieved.

Ditto _____ made Out patients.

Ditto _____ dead.

Ditto _____ for irregularity.

Ditto _____ without relief.

Home and Out-patients discharged cured.

Ditto ditto _____ relieved.

Ditto ditto _____ without relief.

Ditto ditto _____ dead.

Ditto ditto _____ for non-attendance.

Ditto ditto _____ made In patients.

In-patients admitted { accident.

{ emergency.

{ fever.

Out-patients admitted.

Ditto _____ accident.

Remain in the Hospital.

Remain Out-patients on the books.

Remain In-patients ditto.

House-Visitors.

Physician and Surgeon who receive Patients the ensuing week.

Form of Admission. In-Patient's Ticket.

RECOMMENDATIONS RECEIVED EVERY THURSDAY, BETWEEN NINE AND ELEVEN O'CLOCK.
GENTLEMEN,

I recommend to your examination A Z, of the parish of _____
whom I believe to be a real object of charity, and desire he may be admitted
an _____ patient of the Queen's Hospital, if duly qualified.

Form of Collector's Receipt to Subscribers.

Received of _____ for _____ year's Subscription, commencing
from _____ day of _____ 18 _____, towards the support of the Queen's Hospital,
at Birmingham, for the relief of the sick and lame poor, from whatever county
recommended.

Collector.

By the Rules of the Hospital all Subscriptions are considered payable in advance.

Form of Monitory Letter.

COMMITTEE ROOM, QUEEN'S HOSPITAL,
BIRMINGHAM.

SIR,

Pursuant to the Rules of this Institution, I am directed to acquaint
you that it appears by the Treasurer's books that your Subscription, of
per annum, has not yet been received for _____ year. It will, therefore, be
deemed a favour if you will be pleased to pay it to the Collector, and excuse
this application.

I remain, Sir,

Your obedient Servant,

Chairman.

*Form of Notice when a Patient has been discharged for
irregularity.*

SIR,

By order of the Committee of Council I beg to inform you that, from
the irregular behaviour of A B, recommended by you, they have been obliged
to discharge her.

I am, Sir,

Your obedient Servant,

Chairman.

*Form of Deputation from one Benefactor to another, to appoint
Patients in his stead.*

TO THE COMMITTEE OF COUNCIL OF THE QUEEN'S HOSPITAL.

I hereby authorize A B to exercise my privilege of recommending In, Out,
and Home-patients, and desire that this power may continue in force till it is
withdrawn by me, in writing.

Form of Recommendation for Innoculation.

I recommend _____ residing _____ aged _____
years, as a proper object to be inoculated with the Cow Pox.
(Signed) _____ Governor.

Form of returning Thanks for a Cure or having obtained Relief.

A B desires to return humble and hearty thanks to Almighty God, for a cure [or for relief] lately received at the Queen's Hospital, at Birmingham.

Form of an Answer when the Person recommended is thought improper to be admitted.

SIR,

By order of the _____ of the week I beg leave to acquaint you that _____ recommended by you as an _____ patient, appears upon examination improper to be admitted.

Your ticket is herewith returned.

I remain,

Your obedient Servant,

Chairman.

Form of Letter to Subscriber, when the Person recommended is Relieved or Cured.

SIR,

By order of the Committee of Council of the Queen's Hospital, I beg leave to acquaint you that _____ recommended by you, has been this day discharged cured or relieved.

I remain,

Your obedient Servant,

Chairman.

